

# **Sheffield Teaching Hospitals NHS Foundation Trust**

## **Chief Executive's Briefing**

### **Board of Directors – 24 September 2024**

#### **1. Formal Exit from the Maternity Safety Support Programme (MSSP)**

The Trust has received written confirmation (attached at Appendix A) that it has been exited formally from the Maternity Safety Support Programme (MSSP). This was agreed by NHS England National Quality Performance Committee on 2 September 2024.

My thanks to all the individuals and teams within Maternity Services, as well as across the Trust, for their dedication and hard work in driving the improvement of our services. Their collective efforts are making a meaningful difference for our patients and their families.

#### **2. Lord Darzi Independent Investigation**

On 12 September 2024, the findings of an independent investigation into the performance of the NHS led by Professor Lord Darzi were published. The investigation was commissioned by the government in July 2024; with a clear scope to undertake a detailed analysis of the state of the NHS today. This will inform the government's new ten-year health plan, due to be published in spring 2025. It was not in scope for this investigation to provide detailed recommendations on reform. Sheffield Teaching Hospitals NHS Foundation Trust contributed to the investigation through my membership of the expert reference group and submissions of evidence.

The investigation's findings describe a population whose health has declined over the last decade, and an NHS 'in serious trouble'. Performance challenges are detailed including waiting times and access; deteriorating outcomes in cancer and cardiac care; quality in some services, particularly in maternity care; moving care closer to home and investing in primary, community and mental health care; productivity and flow. These challenges are attributed to:

- Austerity in funding, particularly in capital
- The impact of the Covid-19 pandemic
- A lack of patient and staff engagement
- Management systems and processes (particularly changes arising from the 2012 Health and Social Care Act)

These performance challenges are framed as system and structural challenges, and the commitment and hard work of staff working within the NHS is repeatedly acknowledged. The review was not set up to provide recommendations but there is a steer that future plans should look to re-engage and re-empower patients, design the system and finances to make the shift in care closer to home, create a neighbourhood NHS model, increase productivity in hospitals, embrace technology, and embed rather than change existing NHS structures. We will contribute further to the development of the government's ten-year health plan through our roles in Shelford, the Acute Federation and South Yorkshire Integrated Care Board. If the health plan responds to the challenges highlighted around capital investment and care closer to home, we should prepare to respond to these policy changes as they develop. We will ensure there is time in the coming months for the Board to consider collectively both the findings and implications.

### **3. Junior Doctor Pay Award**

Juniors Doctors voted to accept the government's pay offer of an average increase of 4.05% to the 23/24 pay scales backdated to 1 April 2023 (in addition to the 6% and £1,250 consolidated amount previously confirmed). In addition, the government has accepted the Doctors' and Dentists' Review Body (DDRB) uplift of 6% plus consolidated amount of £1,000 effective from 1 April 2024. Total average pay uplift across the two years of the dispute will be 22.3%. and will apply to those still employed on the 2002 contracts and locally employed doctors.

DHSC will work with the BMA Junior Doctor Committee, NHS England, devolved administration, the Medical Royal Colleges, GMC and employers to reform the current system of training and rotational places to prioritise the experience of junior doctors. By the end of the calendar year the exception reporting process will be renegotiated to ensure it is promoted and make it easier to receive payment for additional hours worked. The BMA rate card for junior doctors will be removed with immediate effect and from Wednesday 18 September 2024 the collective term for Doctors in Training will be 'Resident Doctors'. It has not been confirmed when the pay award and arrears will be processed.

### **4. Anti Racist Statement**

Following the shocking news of the tragic deaths of three young girls in Southport in August I'm sure we are all aware of the period of violent disorder that followed which was fuelled to some extent by false rumours. The protests in many parts of the country resulted in racist riots. On behalf of STH I am profoundly sorry to any of our staff or patients who were directly impacted by the racist behaviours we saw on our streets. There was a swift response nationally from government, the police and courts. That response was matched by the response locally from our partners and thank you to all who collaborated to keep the citizens of Sheffield and South Yorkshire safe. I was very impressed with the compassion, support and action from colleagues across our own organisation - Team STH. We established Gold Command, created regular communication channels, provided general and more practical help and support - for example access to taxis and we held an All-Manager Briefing to equip our leaders to be able to support those most at risk.

We were prepared for the potential disorder in Sheffield, however relieved to see that peaceful protests and anti-racism messages were significantly louder. We appreciate though this was not the case for our neighbours in other parts of South Yorkshire. We have had a hot debrief to understand what we did well and where there is learning. I am pleased to report that no STH staff have been arrested for being part of the riots. We have unfortunately had to deal with some other specific internal incidents related to discriminatory behaviours and these have been addressed through our HR processes.

We recognise that, although the racist riots have stopped, the legacy of the riots is real for lots of our patients, staff and their families together with the fact that for many people of colour, prejudice and discrimination is sadly part of their daily life. We remain committed to calling out and tackling discrimination of any type and continue to successfully deliver our plans to eliminate discrimination, harassment and victimisation and advance equality of opportunity for all.

### **5. Covid Inquiry**

The Covid-19 Inquiry has released its first report, following its initial investigations into the UK's resilience and preparedness for a pandemic. The report highlights that the UK was inadequately prepared, citing issues such as fragmented emergency structures, poor coordination between government departments, inadequate data systems, and failure to account for societal inequalities. In response, a set of key recommendations has been proposed, which the Trust will review and consider as necessary.

Ongoing modules will explore topics such as political decision-making, healthcare, vaccines, procurement, care services, Test, Trace and Isolate, children and young people, and the economic response. The Trust will continue to assess and act on the Inquiry's findings as they progress.

## **6. Thirlwall Inquiry**

The Thirlwall Inquiry, established to examine events at the Countess of Chester Hospital began hearing oral evidence in September 2024. The Inquiry sets out to investigate three broad areas, the experience of parents of the babies involved, the conduct of those working at the hospital and the effectiveness of wider NHS neonatal processes and culture.

The Trust has supported the Inquiry in the early stages of its investigations, responding to a questionnaire sent to all Trusts with neonatal services, which focused on neonatal practices at each organisation.

The Inquiry is ongoing, with public hearings expected to continue through 2024, and findings anticipated by late 2025. The Trust will continue to assess and act on the Inquiry's findings as they progress.

## **7. University Board to Board Meeting Feedback**

On Thursday, 25 July 2024, representatives from Sheffield Teaching Hospitals, The University of Sheffield, and Sheffield Hallam University met to identify key challenges and explore opportunities for strategic alignment. The discussions focused on enhancing collaboration in research and innovation, education, workforce development, and the broader potential to influence policy in these areas.

The meeting also explored the possibility of establishing an Academic Health Partnership, with each organisation agreeing to further consider the proposal within their respective institutions.

## **8. National Collaborative – Enhanced Therapeutic Observation**

Chris Morley, Chief Nurse has been asked to chair the Enhanced Therapeutic Observation Collaborative Steering Group. Enhanced Therapeutic Observation (ETO), often referred to as enhanced care, 1:1s or specialling, is an intervention which is intended to reduce the factors that contribute towards increased risk to, and from, an individual or others. Demand for ETO has increased since the pandemic, leading to a need to identify innovative workforce models to ensure that patient safety and experience can be maintained in the most appropriate way. The Enhance Therapeutic Observation Collaborative (ETOC) is a national initiative focused on supporting systems to develop and improve the approach to how enhanced therapeutic care is assessed and provided. As Chair of the Steering Group, Chris will also be representing the collaborative on the national Nursing Productivity Strategy Group, currently chaired by the Chief Nursing Officer for England, Duncan Burton.

## **9. Deputy Chair of the National Quality Board (NQB) Safe and Effective Staffing Professional Reference Group for Adult In-Patient Wards in Acute Hospitals**

Elaine Coghill, Deputy Chief Nurse has been asked to be the deputy chair of the NQB Safe and Effective Staffing Professional Reference Group for Adult In-Patient wards in Acute Hospitals. In 2018 NHS Improvement published a suite of [safe staffing resources](#) which included adult in-patient wards in acute hospitals. The NQB have commissioned further work to revisit these resources and to rewrite or revise this guidance in the light of any policy or practice changes that have emerged over the last few years.

## 10. Clinical Director – Medical Imaging and Medical Physics (MIMP)

**Dr Adrian Highland** has recently been appointed as the Clinical Director for MIMP and commenced in post in August. I would like to thank Dr James Hampton for his valuable contribution in the role of Clinical Director for MIMP.

## 11. Communications and Awards Update

- **Queen’s Nursing Institute** - two of our community nurses have been granted Queen’s Nurse titles by the Queen’s Nursing Institute. Marie Partner (Operational Lead for Active Programmes, Active Together and Community Tuberculosis (TB) nurses) and Anna-Marie Newland (TB Team Leader) have been given the title, which is formal recognition of delivering and leading outstanding care in the community.
- **Endoscopy Unit Opening** - I attended, along with The Lord Mayor of Sheffield, Councillor Jayne Dunn, the official opening of our £4.1m state-of-the-art endoscopy unit. The new unit offers a modern and pleasant environment for patients and is equipped with the latest technology.
- **NHS Parliamentary NHS Future Award** - a Trial Tracker developed by our stroke research nurses and computer scientists has won the regional NHS Parliamentary NHS Future Award, and will now go on to the national finals in October. The team’s work, which was put forward by Gill Furniss, MP for Sheffield Brightside and Hillsborough, was chosen by NHS experts as regional winners for the NHS England North East and Yorkshire region from a record 918 nominations.
- **Best Social Responsibility Award Shortlist** - our Clinical Support Worker Widening Participation Project has been shortlisted for a Best Social Responsibility award by the Nursing Times Workforce Awards. The flexible, values-based recruitment programme, led by the Trust’s Nursing and Learning, Employment and Development teams, has spearheaded a new way of recruiting local people from a wide range of backgrounds. This includes those from underrepresented communities, lower socioeconomic and deprived areas and minoritised backgrounds.
- **Lifetime Achievement Award** - Professor Solomon Tesfaye has been presented with the Lifetime Achievement Award at the 34th NeuroDiab annual meeting in Rome. The award was given in recognition of his outstanding research in diabetic neuropathy spanning several decades, which includes a landmark New England Journal of Medicine paper identifying nerve damage in people with diabetes is associated with other risk factors such as smoking and high cholesterol and not just blood sugars. Professor Tesfaye is the first person from the UK to win the award since his mentor Professor John Ward in 2008.
- **Healthcare Engagement Project of the Year Finalists** - The Sustainable Travel team have been named as finalists in the Healthcare Engagement Project of the Year category at the National Sustainable Travel Awards. The team have been shortlisted for their partnership working with BetterPoints Ltd, a company who have developed an app that encourages staff to improve their own health and that of the wider community by tracking journeys. Points earned can be redeemed for high street vouchers or donated to charity, encouraging staff to make positive changes like walking instead of taking the car.

Kirsten Major  
Chief Executive  
24 September 2024

To: Kirsten Major, Chief Executive  
Officer

cc. NHS England:

- Alison Talbot, Lead MIA
- Amanda Pearson, MIA
- Tracey Cooper, Regional Chief  
Midwife

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6 September 2024

Dear Kirsten

## MSSP Exit

We are delighted to inform you that the maternity services at Sheffield Teaching Hospitals NHS Foundation Trust have been formally exited from the Maternity Safety Support Programme (MSSP). This was agreed by the NHS England National Quality Performance Committee on 2<sup>nd</sup> September 2024.

Well-done on the improvements that you have made. We are reassured that these will support sustainable, high quality and safe maternity care.

The success of your improvement journey is testimony to the leadership and commitment from you, your executive and the maternity leadership team.

We trust that the MSSP was of value to you and your organisation, and we would appreciate any feedback about the programme at your earliest convenience. Your response will assist in shaping and improving the MSSP as we continue to work with other maternity providers.



As you move forwards with embedding your improvements, you will receive ongoing support and oversight from your ICB and Regional Maternity Team.

Yours sincerely,

**Kate Brintworth**  
Chief Midwifery Officer

**Donald Peebles**  
National Clinical Director for Obstetrics

